
Appendix K

Professional Services Procurement Manual

Updating Procedure

The *Professional Services Procurement Manual* was developed to guide and assist Department personnel in the practices, policies, and procedures for selecting firms to provide professional services and manage consultant contracts. Because selection and management policies, practices and procedures undergo changes through time, this manual must likewise undergo changes to retain its usefulness as a comprehensive, up-to-date technical reference. Manual updates may be required by changes in:

- Department policies,
- organizational structure, responsibilities, and relationships,
- available in-house staff, and
- types of services needed.

To ensure orderly, logical, and timely updating of the manual, certain responsibilities must be designated, and specific procedures must be followed. These responsibilities and procedures are set forth in this appendix.

RESPONSIBILITIES

The Consultant Control Coordinator shall have basic responsibility for the content of the *Professional Services Procurement Manual* and for ensuring that it is maintained current. To help achieve these objectives, a Consultant Policy Committee and a Consultant Procedures Committee have been appointed.

CONSULTANT COMMITTEE

Each Division Director appoints two persons to serve on the Consultant Procedures Committee for a two-year term. This Committee will serve as a pool to provide members to shortlist and selection committees on a rotating basis. The Secretary of Transportation may appoint additional members to serve on the Consultant Procedures Committee. The Procedures Committee will meet at the call of the Consultant Control Coordinator to discuss consultant procedures and make recommendations to the Policy Committee.

CONSULTANT POLICY COMMITTEE

The DelDOT Secretary of Transportation and the Division or Office Directors serve as the Consultant Policy Committee. Any changes to Departmental Consultant procurement and utilization policies must be approved by the Policy Committee.

CONSULTANT COORDINATOR

A Consultant Control Coordinator coordinates the DelDOT selection process for outside professional services and administers the quality control program associated with the process. The Consultant Control Coordinator is assigned to the Contract Administration Section of the Division of Administration, but receives policy direction from the Policy Committee. Specifically, the Consultant Control Coordinator performs the following functions and duties:

CONTROL

- Coordinates all DelDOT consultant activities from advertising through execution of the consultant agreement and compliance with all applicable laws, regulations and procedures.
- Serves as liaison among DelDOT management, Contract Administration, and consulting firms regarding the consultant process.
- Develops and maintains a register of interested vendors for consulting services.
- Serves as Chairman and non-voting member of the Shortlist and Selection Committees, monitors actions of those committees and ensures compliance with all legal and regulatory guidelines, and oversees maintenance and distribution of required information and documentation.
- Develops and implements consistent and equitable criteria for use by the Shortlist and Selection Committees in evaluating and ranking consultant proposals.
- Develops and implements standards for preparing legal agreements, provides technical assistance to Departmental staff in preparing legal agreements, reviews and approves all final agreements, and provides quality control of all consultant agreements.
- Develops, recommends, and implements revisions to the processes outlined in the Professional Services Procurement Manual, as necessary.
- Assures that final price proposals are analyzed by the contracting Division or Office as to reasonableness of person-hours, rates, costs, etc.

Between Policy Committee meetings, the Coordinator receives all suggested changes to the manual and simplifies the Committee's work in advance by grouping and consolidating the suggestions. Suggested revisions should be submitted to the Consultant Control Coordinator in the format shown in Figure K-1.

The Coordinator notifies the Committee members of the regularly scheduled meetings and prepares the agenda for the deliberations. He/she leads the discussion of the collected suggestions as well as of any proposed by Committee members. The Coordinator ensures that the meeting produces consensus decisions about which changes will be made and how they will appear in the manual.

The Coordinator sees that the adopted changes are prepared in final format, checked for correctness, reproduced in sufficient quantities, and distributed to all manual users. As part of this responsibility, he/she maintains an accurate, current distribution list of manual users to ensure that all copies are indeed updated. The Coordinator also maintains a current List of Revisions, Figure K-2, so individual manual holders may check periodically to ensure that all revisions have been incorporated into their manuals. Revision numbers will consist of the year and the number of revisions for that year. For example, the first revision in 1996 would be *Revision No. 96-1*.

TYPES OF CHANGES

Over time, several different types of changes to the manual can be expected. These include:

- *Revisions*—changing the existing information or the way it is presented through modifications of procedures, techniques, quantities policies, organizational structure, responsibilities, and so forth.
- *Additions*—providing new information about an existing topic or addressing an altogether new subject not currently treated. This includes the insertion of tables, graphs, and other illustrations to clarify or expand upon the information presented in the text.
- *Deletions*—removing information that is no longer correct or useful.

Regardless of the type of change, it is important that other chapters and sections of the manual be carefully reviewed to ensure that a change at one

location does not conflict with other sections, charts, or tables in the manual.

SOURCES OF CHANGES

Changes to the manual come from several sources. Major changes may be required in response to changes in State laws or federal regulations.

Changes in organization and management often trigger the need for changes in the manual. When the organizational structure and/or operating policies are changed, the responsibilities and relationships of organizational units usually need redefinition. Such changes must be clearly documented in the manual.

Finally, those individuals who regularly use the manual can provide valuable assistance in identifying needed updates and improvements. They do this individually by submitting their personal suggestions, and they do it collectively by demonstrating which parts of the manual are most used, which need expansion or simplification, and which are seldom used.

PROCEDURES FOR MAKING CHANGES

Changes in the manual may be described as *urgent* or *normal*. Urgent changes include all those of a critical nature that call for immediate updating of the manual and implementation of new criteria or procedures. Normal changes are those that can be accumulated for publication at regularly scheduled intervals.

Too-frequent changes can result in confusion and error. Normal changes should therefore be made yearly, and at the same time each year. Even urgent changes should not be made too often.

The regular meeting of the Consultant Policy Committee should be scheduled annually. Individuals who wish to propose changes should notify the Consultant Control Coordinator well in advance of the meeting so that he/she can include them on the meeting's agenda.

When an urgent change is proposed or other-

wise becomes apparent, the Coordinator should call a special Policy Committee meeting (1) to consider whether the change is indeed urgently needed, and (2) if needed, to determine the final published form of the change.

Drafts of proposed new or revised material should be submitted to the Policy Committee for review and approval. Once changes are in final form, they should be submitted to FHWA for approval for use on federal-aid projects.

Changes to the manual should be written (and illustrated) in the same style as the original text. Uniform language level and sentence style will preserve the uniformity of the presentation—and will be more understandable to the reader. Updated material should be clear and concise. The Coordinator should take the lead in ensuring this quality.

Computer software, word processors, and printers should be used to compose, format, store, and print the text of the manual. This greatly facilitates the updating procedure. Otherwise, updated pages must be retyped entirely. Then, retyped pages must be proofread carefully to verify not only that the changes are made correctly, but that the unchanged text is not accidentally altered. New or modified illustrations should be given the same attention. The Coordinator is responsible for verifying the accuracy of the revised sheets.

When new pages are created because the changes do not fit onto the existing number of pages, the insertions should be identified with letter suffixes after the page numbers. For example, two new pages between 4-14 and 4-15 become 4-14a and 4-14b. The same approach should be used for the figures. (A new figure added between Figure 2-3 and Figure 2-4 would be Figure 2-3a.)

Individual pages are not dated in the initial publication. However, when revisions are made to a page, or a new page is added, the revision date should be clearly shown in the footer opposite the page number on each revised page. For example, *Revised August 1995*. This will provide for easy distinction between new sheets and outdated sheets.

Attention must be given to changes that require modification of titles and/or page numbers in the Table of Contents.

The loose-leaf format of the *Professional Services Procurement Manual* makes updating a quick and simple task. Users should be encouraged to keep their copies up to date. The Coordinator should issue changes on sheets that are punched to fit the manual's binder.

It is essential that the Coordinator maintain a current list of the names and addresses of all individuals who have been issued copies of the *Professional Services Procurement Manual* so that updated materials can be distributed to all users. Periodically, those who no longer are users of the manual should be deleted from the list.

When revised materials are distributed, the specific changes in the text and illustrations should be summarized in the letter of transmittal so that users will not have to search to identify them. The changes should also be highlighted on the pages by “redlining” the revised text as shown in this paragraph.

Figure K-1

Sample Form — Suggested Revision to the Professional Services Procurement Manual

State of Delaware Department of Transportation

Professional Services Procurement Manual

MEMO TO: **Consultant Control Coordinator**

Subject: **Revision to the *Professional Services Procurement Manual***

Date:

Suggested by:

Suggested Change:

Reason for the Change:

Backup Source Data:

*Figure K-2
Sample List of Revisions*

State of Delaware Department of Transportation

Professional Services Procurement Manual

LIST OF REVISIONS

Revision <u>No.</u>	<u>Date</u>	<u>Page</u>	<u>Brief Description</u>
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